# RESEARCH PROPOSAL

# PARTICIPATION OF WOMEN IN CORPORATE MANAGEMENT: A STUDY OF INDUSTRIES IN KOLKATA

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# (I) INTRODUCTION:

There have been several studies across the globe on the agenda of gender inequality and management[1], but unfortunately social research has largely overlooked the arena of participation of women in management and gender inequality in organizational leadership and management. This is the reason, that data and statistical information on Indian female managers[2] and their role and participation is merely non-existent. This lack of information reflects the dearth of attention to the issue of women in leadership especially in managerial positions in corporate world. Women are not only deprived of their basic rights, getting low paid jobs, unimportant positions, but they are also largely excluded from decision making process, especially in the corporate sectors. They are not acknowledged as active contributors in the process of strategic decision making and their active participation of controlling and managing human resources is largely undermined. However, women are entering the world of the "male dominated" workplace. Women in middle and senior level management are constantly battling against these horizontal and vertical segregations.

It has been noticed that the presence of women in top managerial positions[3] is negligible. Women, who are graduating with management expertise and technical knowhow, are entering the corporate world with much ease, but their progress towards the upper management positions is much slow. They are denied of actively or even passively participating and managing the capacities and resources of employees, and effective management becomes a distant possibility for them. They are largely losing out on justifying their potions of managerial positions. Usually there is a bottleneck in middle management levels, till where participation of women managers in the corporates is entertained. Thereafter, there is a sudden pause and women managers become mere supervisors with not much active role to play. The last century and the present one are marked with reversal movements, theorem formulations, revolutions, political decisions and innovations. Throughout the world, these changes have a visible and latent impact on the fast changing socio-economic scenario of the world. One of the embedded impacts is on the Human Resource Management arena of formal organization by women managers.

The traditional role of women is now being rightly questioned and discarded. Women are now fully laden with potentialities – with power – packed personality and identity – to work as effective personnel in the management board and contribute to the development of human resources and potentials in organizations. Their durability in the organization has also increased manifold as they are now balancing work and domestic front with much ease. The global

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[1] Dex, S. (1985). *The Sexual Division of Work:Conceptual Revolutions in the Social Sciences.* Brighton: Wheatsheaf Books Ltd.

[2] *Women Managers in India*.(2009) *: Challenges and Opportunities.* Centre for Social Research: New Delhi.www.csrindia.org

[3] Rana, K. (1998). *Modern Working Women and the Devlopment Debate.* New Delhi: Kanishka Publishers.

perspective of women working as effective decision makers is discussed all over but their active participation[4] is never spoken about. The corporate process and organizational governance is now demanding serious attention. The traditional, normalized and rationalized imitation of the age old social structure advocates gendered deep distribution and structure of power in formal organizations. Incorporating women in the management board in the corporate structure is no more a glaring attention – seeking concept, but is rather emerging as one of the most urgent imperative and a competitive necessity for organization.

The title chosen in the research is an inclusive conglomeration of the major objectives for this study. The title is referring to "women employees" working in the corporate sector as "managers". Corporate sector refers to the modern day industrial and office setup, which is highly formalized and institutionalized. Male members primarily inhabit the major positions in formal organizations. This is making the lives and working of women managers difficult and uncomfortable. This is also denying the rights of these managers to voice out their opinions and therefore they become ineffective participants in the management zone. Various social, economic and psychological factors are encouraging entry of women in managerial positions in the corporate world. This title is suggesting a study that is going to be made on their contributions and the mark that they are making in their positions. But this study has been formulated to analyse the extent to which these women managers are managing the employees. Employees of an organization are making the crux of what is known as "human resources" - one of the major resources that an organization runs on is this resource and the capacities of human employees. The human resources need to be efficiently managed, grown, and utilized optimally. These women managers are working in these corporate industries with the responsibilities of managing and developing resources of human beings. Therefore, the title speaks that this is a study to fathom the depth of the effective contributions of these women managers in managing and developing corporate affairs.

The study is beginning with the limitation that there are no data on the number of women in managerial positions in the corporate sections in Kolkata. There are only a handful of studies that reveal that women are sparsely represented in management jobs. According to the study conducted by Chadha in 2002, women across the globe comprise only 10% of senior management positions. In India, according to the studies of Chadha in 2002, Mehra in 2002, Singh in 2003 and Kulkarni in 2000 - Indian women are found in administrative positions ranging from only 3% to 5.8%. Majulika Koshal in 2006 had conducted a study, which revealed that only 2 women per 100 men are economically active and participate in administrative and managerial positions in India.

The Confederation of Indian Industry had conducted a study, which was published naming "Women cry Bias at Work" in the "The Telegraph", Calcutta on Saturday, April 15, 2006. This study was released as "Understanding the Levels of Empowerment of Women in the Workplace in India," which was conducted covering 149 large and medium-sized companies

[4] Greenfield, W.M. (2004). *Decision Making and Employee Engagement*. Employment Relations Today 31, no. 2: pp-(13–24).

across various regions. This revealed that women are found only in about 16% in the junior management level, 4% in middle and senior management levels and only 1% in organizational leadership positions. Indian is also lagging far behind in world's average female representation in management positions, which is a sheer refection of "glass ceiling[5]" and "tokenism[6]." A study conducted by Catalyst in 2003, showed that Fortune 500 companies, who harbour the highest percentages of women corporate officers, yielded 35.1% higher return on the equity share than companies who represented women in low percentages. According to a study published on October 6th on rediff.com, women comprise on 2%of the total managerial strength in the corporate sector. According to the article " Women's Labour Force Participation in India: Why Is It So Low in International Labour Organization in 2014?" by Sher Verick, women's participation in the labour force is continuing to fall. Women's labour force participation fell from 34% in 1999-2000 to just 27.2% in 2011-2012. Out of 323 total executive directive positions (generally considered to be prerequisites to becoming CEO) on the Bombay Stock Exchange 100, just 8 (2.5) are held by women.

The article, "Only Four Percent Senior Management Level in India," published in the Business Standard on August 20th, 2015; it was found that only 4% women are found in the senior positions as compared to about 11% in Asia. Sahana Sharma, principal of McKinsey & Company, stated that in India about 25% women are found at the entry level, which drops down to 19% in the mid-level management level and which further drops down to 16% in the senior management level. She said, "As many as 43% feel that their companies do not have real initiative in place to recruit, retain and promote development. Despite the awareness and good intentions, women are not seeing that translate into real initiatives on ground."

PRSENT DAY SCENARIO

In the 1970s and 80s[7], a lot of empirical research was carried out to point out the socio-economic and political grudges and frustrations of half of the global population and thus emerged civil rights, quotas, anti-discrimination and drive for equal opportunities for women employees, who would want to take part in the management board. There has been a rapid increase in the number of women in the ranks of management and also administration. This is an effect of obtaining management – specific trainings and exposure. Women are being incorporated in management[8] and decision-making process for diversity in opinion forming

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[5] Weidenfeller, N.K. (2012). Breaking Through the Glass Wall: The Experience of Being a Woman Enterprise Leader: Human Resource Development International. Routledge

[6] Elstad. B, Ladegard G. (2010): Women on Corporate Boards: Key Influencers or Tokens? : Science and Business Media: Springer

[7] A Qualitative Approach to the Challenges for Women in Management: are they really starting in the 21st Century? (2011)

[8] Weiss, W.H. *Improving Employee Performance: Major Supervisory Responsibility." Supervision,* October 1998,

6–8.

procedure, for being tagged as an organization with "liberal outlook" and also for obtaining favours from international forums and markets.

But despite the rapid rise in the percentage of women in management and managerial ranks, but women are virtually represented very sparsely[9] and they are not given opportunity to participate in highest and gravest decisions and decision-taking procedure. Another strange part is that, even in female-dominated jobs, even though women constitute more than 80%[10] of the workforce-yet the management board constitutes male members. The men are preferred, promoted and favoured superintending or managerial positions. Men in all circumstances are over represented and occupy upper-level organizational positions.

Women usually occupy only a token share of the positions in corporate boards. This shows that even if men and women share and both occupy managerial positions[11], women are merely used as "tokens". They occupy 'de jure' positions, whereas men occupy 'de facto' positions. Women are only represented for gender diversity and are never given real powers. Resources of human beings are the potentials and capacities inherent in individuals. In every formal organization, apart from the major capital like land, machinery and technology – 'labour' is a major aspect which runs on organization. Machines, capital and technology are of no use if individuals, using their resources, are not channelizing them. The resources are the fuel of the engineering of the organization.

It has been noted that women are entrusted with some blessed talents of driving out major resources from individuals. In our families, women are mothers, wives, daughters and sisters, and in the neighborhood, they are friends. But if we focus deeply, we find that in all the major roles they play, they are in-born "managers". They run the show both in the home and in office. They are managers by birth. They manage the family, the household, the family members, the maids, the relatives and draw out the best resources from them. Similarly, in organizations of corporate nature, resources and potentials of individuals are the driving forces of production. Therefore, it is the task of the management to draw out and shape these resources. It has been noted that if women are included in management board, then the balance of vision and outlook towards labour management is much better[12]. Women opinion has benefitted several decision-making processes. Even at home, women are consulted in various important decisions to be taken. We have observed this even in the political forums. In India, 33% reservation has been initiated in all assemblies and boards because gender diversity ensures balance in opinions and pulls out strategies which can come out exclusively from women's thought processes.

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[9] David A. Matsa, .. A. (July 2013). A Female Style in Corporate Leadership? Evidence from Quotas. *American Economic Journal* .

[10] [10] *Women Managers in India*.(2009) *: Challenges and Opportunities.* Centre for Social Research: New Delhi.www.csrindia.org

[11] Joshi, R. J. (October 1990). Women in Management: Perceptions and Attitudes of Managers. *Indian Journal of Industrial Relations* , 175-184.

[12] Sonalkar, W. (1975). Problems of Working Women in Urban Areas. *Social Scientist , Vol. 4, No. 4/5, Special Number on Women* , 124-133.

Therefore, the research study that can be conducted now is an exploration of the inclusion of women working in corporate sectors[13], justification of their representation, their contribution in reality in the development of the organization as individuals in management and most prominently their contribution in developing resources of employees and labour management. This study is based in the capital city of Kolkata in the state of West Bengal of India. The researcher has chosen the managers of middle level and senior level in the corporate sectors. The study has been made diverse with the inclusion of respondents of both public and private sectors. This study is a pioneer in the exploration and research of the contribution of these stalwarts in labour management in human resource management.

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[13] Pearl, J, Schain, L (2005); Professional Women: The Continuing Struggle for Acceptance and Equality; Journal of Academic and Business Ethics (2005); Springer; 98-107

[14] Weidenfeller, N.K. (2012). Breaking Through the Glass Wall: The Experience of Being a Woman Enterprise Leader: Human Resource Development International. Routledge

[15] Elstad. B, Ladegard G. (2010): Women on Corporate Boards: Key Influencers or Tokens? : Science and Business Media: Springer

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## RATIONALE OF THE STUDY

"Woman" is the pillar of society as well as platforms of organizational success. Women in the modern era have carved a niche in the corporate world[16]. While they are working in the corporate sectors, they are emerging as pioneers, leaders and managers. They are actually travelling the escalator of struggle and success, disgrace and fame. Therefore, this study is focused on those women who are occupying the managerial positions in today's corporate, both in public and private sectors in Kolkata, waving against the denial of participation in active corporate management. The research report will assess the current environment and describe corporate initiatives that reduce turnover and enhance mobility since little is known about the perspectives and experiences of women in professional world, occupying managerial positions in Kolkata. So, this study is unique in its kind to study the role of women working as managers contributing to corporate management.

After starting out late and usually staggering behind, women usually do not catch up their male counterparts. Men move faster [17]and further up in the career ladder and become top managers much ahead than the talented but ignored women employees. This research will show that diverse talent supports innovation and business success, yet organizations under-utilize their highest potential-the female talent. The research will inevitably reveal the need for a study which will show that while some progress are being made in the firms by including women in management, yet a lot needs to be done. The rationale of this research lies in the fact that among the best and renowned industries, gender equality and fair chance to women in management to effectively participate is not pervasive. This research will be a wake-up call, which organizations need to answer with renewed efforts to combat systemic gender equality. Essentially, women arrive confident and ambitious, but very soon they realize that they might get promoted only up to a certain level and but they are not effectively contributing towards corporate management.

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[16] Siri Terjesen, V. S. (November 2008). Female Presence on Corporate Boards: A Multi-Country Study of Environmental Context. *Journal of Business Ethics* , 55-63.

[17] Zaiton Othman, N. O. (2015). A Literatural Review on Work Discrimination among Women. *Asian Social Science* .

**Section 149 (1) of Companies Act, 2013[1] makes it necessary for the listed companies and certain other public companies to appoint at least 1 woman director on its board. Companies incorporated under Companies Act, 2013 shall be required to comply with this provision within 6 months from date of incorporation. In case of companies incorporated under Companies Act, 1956, companies are required to comply with the provision within a period of 1 year from the commencement of the act.**

## OPERATIONAL DEFINITIONS:

### (a) Participation[18]:

The studies reveal that the women in management positions in the corporate sector are travelling through a lot of hurdles to reach and retain their positions. In spite of equal or better qualifications and expertise and experience, they have to repeatedly get discriminated and shunned away from climbing up the ladder of management. Moreover, the employees who are reporting to them, find it very "difficult" and "insulted" to obey the decisions and dictates of the women managers. The path of reaching the zone of management is never smooth for them as they are considered to be "not suitable"[19] and "temporary" managers. Even if the women are able to reach the managerial positions, they have to double the effort and sometimes even more than that to get accepted by their own team and organization. They are sometimes even represented as mere" tokens" where they are only symbolic head. They are not considered as effective strategic decision makers and are rarely accepted by their male manager counterparts and colleagues. Participation[20] in my study would be full-fledged involvement of these women in organization and its matters. This participation will be studied as "active" and "passive" participation. Participation can be as a decision – taker; team – builder; motivator; initiator; observer; monitor; evaluator and in many forms. Informative Participation:

This refers to management's information sharing with workers on such items those are concerned with workers. Balance Sheet, production, economic conditions of the plant etc., are the examples of such items. It is important to note that here workers have no right of close

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[18] Schregle, J. (February 1970). Forms of Participation in Management. *Journal of Economy and Society* , 117-122.

[19] Davies-Netzley, S. A. (June 1998). Women above the Glass Ceiling: Perceptions on Corporate Mobility and Strategies for Success. *Gender and Society* , 339-355.

[20] Cherrington, D.J. *Organizational Behavior: The Management of Individual and Organizational Performance.* 2nd ed. Needham Heights, MA: Allyn and Bacon, 1994.

scrutiny of the information provided and management has its prerogative to make decisions on issues concerned with workers.

Consultative Participation:
In this type of participation, workers are consulted in those matters which relate to them. Here, the role of workers is restricted to give their views only. However the acceptance and non-acceptance of these views depends on management. Nonetheless, it provides an opportunity to the workers to express their views on matters involving their interest.

Associative Participation:
Here, the role of the workers' council is not just advisory unlike consultative participation. In a way, this is an advanced and improved form of consultative participation. Now, the management is under a moral obligation to acknowledge, accept and implement the unanimous decision of the council.

Administrative Participation:
In the administrative participation, decisions already taken are implemented by the workers. Compared to the former three levels of participation, the degree of sharing authority and responsibility by the workers is definitely more in this participation.

Decisive Participation:
Here, the decisions are taken jointly by the management and the workers of an organisation. In fact, this is the ultimate level of workers' participation in management.

**(b) Women:**

In this study, the "Women"[21] are the ones who are the crux of this study. Therefore, they will be studied with utmost importance. They refer to the white collared women who are working in the senior level management strata who are discriminated widely on the grounds of gender. Today women are entering into the corporate world as managers in all levels of management due to ambition, career aspiration and more exposure in various sectors. Increase in educational levels and wider acceptance of women along with gender equality in corporate, more women are moving into management jobs. Though women are not adequately represented in managerial jobs and the rate of progress is very slow and uneven, women across the globe are trying to break the "glass ceiling."[22] Women managers comprise of only 2% to 4% [23]of

[21] Burke, R. J. (1997). Women in Corporate Management. *Journal of Business Ethics* , 873-875.

[22] The Relationship between Women Corporate Directors and Women Corporate Officers: Diana Bilimoria (2006)

management in India. Therefore, women managers will be studied in context of their qualifications, expertise, skills, managerial attributes, attitudes and relationship building capacities. They are those women who are facing the heat of discrimination in participating in management.

**(c) Corporate Management:**

Managers are no more regarded as allotting and supervising jobs. It goes beyond that and studies how an individual in management is offering challenging roles and jobs to her employees and taking crucial organizational decisions. In corporate management[24], a manager needs to delegate her job through middle level and junior level managers. She sees the overall management and governance of the organization and monitors the performance of the managers. She is entrusted with the job of selecting proper employees in appropriate departments, monitor them, evaluate them and compensate accordingly. The contribution[25] also relates to formulation to strategic plans, arrange for proper work dissemination, implement and review. Controlling of work culture, maintenance of ethical issues and legal compliances is also a major contribution of management. The management plays an important role in managing the entrepreneur's risks, establishment and maintenance of relations with stakeholders, employees and also the community where an organization is working.

**(d) Corporate Sector:**

If we consider business terminology, then corporate sector[26] is a term derived from corporations, which is a very common form of business organization. These organizations are chartered by a particular state and are guided by various legal rights. These organizations are least affected by the interference of owners and the latter have least liability in these organizations. The owner liability is least, as the organization has a separate legal entity and is in ways more flexible to formulate and execute its own set of rules and regulations. The corporate sectors have a large share of contribution in the infrastructural growth, development of economy and national income generation of our nation. They are usually owned and operated by shareholders and corporation.

**(e) Industries:**

Industry in this research study is defined as a house of production of goods and services. This can be a manufacturing company as well as a service industry including sectors of retail, manufacturing, media, printing and press, telecom industry, banking and financial institutions, healthcare, media, manufacturing, export and import sectors, and service industries – taking respondents from both private and public sectors. The industries will be all based in

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[23] Women On Corporate Boards of Directors: : Ronald J. Burke (1997)

[24] PAWAN S. BUDHWAR, D. S. (2005). Women in Management in the New Economic Environment: The Case of India. *Asia Pacific Business Review* , 179-193.

[25] McGregor, Douglas. *The Human Side of Enterprise.* New York: McGraw-Hill Book Co., 1960.

[26] Tarrant, J. T. (1976). *Drucker:The Man Who Invented the Corporte Society.* Boston: Canhers Books Inc.

Kolkata, having either their head or branch offices here. These industries will be all registered companies having turnover of atleast 100 crores and above annually.

# (II) REVIEW OF LITERATURE: -

A lot of literature has been developed of women management in the corporate sector and their contribution to labour management and human resource management. The researcher has tried to delve into materials available of working women[27], gender diversity, workplace discrimination, gender discrimination in opportunities and positions, glass ceiling, WIM, tokenism and like. The literature has been revised in a chronological manner – mostly from the American and Western countries.

**Labour Force[28]**

**More Women Work in Rural India Than in Cities[29]**

Overall, the labour force participation rate for women is falling: from 37% in 2004-05 to 29% in 2009-10.

- In 2011-2012, women comprised 24.8% of all rural workers, down from 31.8% in 1972-73.
- In 2011-2012, women comprised 14.7% of all urban workers, a small increase from 13.4% in 1972-73.
- 13.4% of Indian working women have a regular salaried job compared to 21.2% of working men (aged 15–59).

**The Gender Pay Wage Gap is Shrinking in India**

Women earn 56% of what their male colleagues earn for performing the same work.32

- The more educated a woman is, the wider the gender pay gap.33
- The gender pay gap increases as women advance in their careers.

Like other behavioural terms, participation in management, means to set up a new order of social relationship and a new set of power equation within organisations, while for government

[27] https://www.imf.org/external/pubs/ft/wp/2015/wp1555.pdf
[28] http://www.catalyst.org/knowledge/women-workforce-india
[29] Aparna Banerji, Shalini Mahtani, Dr Ruth Sealy, and Professor Susan Vinnicombe, Standard Chartered Bank: Women on Corporate Boards in India (Cranford University and Community Business, 2010): p. 6, 22.

organizations, it is an association of labour with management without the final authority or responsibility in decision making.
Participation in management by women specially, refers to the mental and emotional involvement of these women in a group situation which encourages him to contribute to group goals and share in responsibility of achieving them.

In the book titled “The Sexual Division of Work-Conceptual Revolutions in the Social Sciences" written by Shirley Dex, (1985) exclusively discusses that the research study of working women is of recent origin. Prior to 1960s, the role of women in economic arena was last discussed. There were only stereotypical discussions of working women. However, later research studies instigate researchers to think and restructure the approach towards working women. Since the Second World War, the participation of women in labour force has increased manifold, which cannot be ignored. Women's increasing success by participating in economic growth is complicated by changes in fertility rate, birth rate, family and household relationships and family size. The field of women studies, labour sociology and labour economic has geared research studies on working women in corporate sectors. From the late 1960s onwards, actual changes have occurred in the recognition of women employees. Also, the growth of visibility of women workers is also very slow and gradual.

It has been discussed in this book that women's participation rates by age is described by an "M-shaped" profile, which shows a bi-model pattern. The first peak occurs between the ages of 20 and 24, whereas the second peak occurs between the age of 40 and 45. It has also been observed in Great Britain that a majority of working women opt for part-time jobs. This growth in part-time jobs is predominantly in the service industries and the public sector. The literature also gives a comparative picture of working American and working British women. The author says that the British women are more employed in their 40s and 50s than the American working women – however, the British women are more prone to part-time jobs rather than full-time employment. However, the American women are more employed in their 20s and 30s than the British women and they return to work life much faster from childbirth than British women. The author also discusses a notable fact that women employees are mostly located in clerical, narrow range of occupations and semi-skilled work. There is a widespread inappropriateness in employment of women. "Scientific Management" is a terminology that was designed by F. W. Taylor in 1911, which refers to the science of managing the organizations by rationalizing the production in his book “The Principles of Scientific Management”.

Relevance to the study: The above literature is relevant to the research study as it studies the actual changes, which are occurring in women's employment. This book draws inferences of various cases studies, which are occurring since 1960s. This relevance is useful in finding information for the study about women's increasing appearance in the workforce. This book gives important information for the research stating the age and duration of employment of women employees. The study on the contribution of women managers in corporate sectors draws valuable information from the book about how women enter workforce in industrial areans and how they are represented in total workforce and labour participation. This book also speaks volumes about "Feminist Methodology," which is going to be very useful in interpreting the feminist theory of working women.

India ranks 127th on the gender inequality index and 108th on the global gender gap index. This is borne out by data on the ground. Over the last decade, women's participation in the labor force has seen a dramatic decline. Latest government statistics suggest that women's labor participation rate fell from 29.4 percent in 2004-2005 to 22.5 percent in 2011-2012. The gender gap in the labor force is particularly stark when we consider that in the 15-59 age group, women's participation is only 32 percent in rural areas compared to 83 percent for men, and 21 percent in urban areas compared to 81 percent for men[30]

In the book "Women and Work in Indian Society" author T. M. Dak, in 1988, mentioned that the traditional feature of the Indian society is an unjustified one where there is an argumentative division of labour based on gender. Men are considered as "producers" vested with the responsibilities of providing for the families, whereas women are considered as "consumers", who have defined social roles. However, women are assigned complimentary work assigned with production activities. Therefore, the contribution of women is economic activities and economic production is very low as compared with western countries. There is a predominant under estimation of women's work and their role of management, especially in corporate sectors. The author says that Indian tradition of female participation in production is guided by a model of women contributing only in domestic sector. However, he opines that the model us substituted by a three-pronged model of female labour participation. It speaks about women labour supply and work participation depends on wages and their market share in goods and services. Religions, caste, technological innovation, required expertise to work are major detrimental factors, which hinder the growth of women labour participation. A major reason for the differential impact of development of women in corporate sector is the control and access of men over the resources of production. The traditional attitude of the society towards women occupying positions in management is hampering the growth of women in contributing to industrial production. In order to get a vivid picture of the present scenario of women working in the various industries of India, the author gave certain case studies of the female labour participation in rural sector, certain inputs from women workers working the in the tea plantations and tea industries, in agricultural farms and even animal husbandry.

This report is specifically useful for this study because the research study will be conducted in Indian context. The literature explains the various traditional features of workforce participation of both the genders and the explicit division of labour on the basis of gender and also age. Indian society considers still now that men are producers contributing towards the living of the family, whereas women are majorly consumers. The book reflects how the contribution of women workers in India, towards economic activities, is grossly under-estimated. Their work is largely informal and is also unaccounted. Indian tradition and her social and normative framework exert various restrictions and hindrance towards the growth of career of working women and their work participation[31]. This book cites many such factors and examples, which are specifically useful for pursuing this study. This book probes into the status of work of women and majorly the attitudes of men and society towards them. This attitude of men and society at large, towards working women, their cooperation and diplomacy will be very much useful towards framing the objectives and hypothesis of the study.

[30] http://asiafoundation.org/2016/03/09/where-are-indias-working-women/
[31] http://www.wikigender.org/wiki/women-and-men-in-india-2012/

In the book “Modern Working Women and the Development Debate”, author Kranti Rana, in 1998 has penned down certain factors which show that World Bank focuses that if more investment is done on women's development than men, then it would yield better results in terms of health and education. While the author studies about the working environment for urban women, which has always been an interesting area of research, he says that even if there are provisions of safeguarding the interests and security of working women in organized sectors, the women working in unorganized sectors and non-governmental organizations – are not shielded by any policies and legislations. The studies made by the author reveals that men do not welcome and readily accept a situation of working under a lady boss. Men's ego is bruised and hurt if they happen to work or be subservient to women boss in office circumstantially. The author delves deeply into the "interpersonal behavior relationship of women workers." While getting a good picture of urban working atmosphere, the author speaks about "secondary involvement" of working women when they get engaged in "extra-official activities concerning the office" - like trade union activities, cooperatives and recreational activities.

Since the beginning of the colonial period, one of the major aims of the industrial sociology is to implore and develop the status of women working in these sectors. Though women have a significant role in nation building, yet the status of working women is to change manifold. The book also emphasizes on the need of women to be protected in the workplace in the informal sectors. He says the working women should discover themselves, create their own identity, be proud of their accomplishments and develop a sense of self worthiness to be efficient decision makers. The author says that the attitude of the society, media and the workplace never regards working women as professionals. The author urges and calls upon women to recognize their values, right, talents and power to make themselves visible and audible.

The study discusses the relationship between the professional and private lives of women managers in corporate sectors occupying middle and senior level managerial positions. He studied that women coming from privileged backgrounds with high occupational educational levels, had a stronger professional outlook. They also exhibited a high level of female solidarity rather than only being concerned in furthering their individual careers. It has been discussed that ever since 1970s, women in middle and senior level management positions are substantially increasing in numbers. There is a noticeable change in the lives of women in management and the patterns and trends of labour force participation. The author describes the scenario with the help of a "sample study." He had interviewed 214 middle and senior level women managers in the public and private sectors in Ontario and in Quebec regarding their professional lives and the relationship between their professional and personal lives. The case study discussed here revealed a high degree of cooperation between the two factors. The purpose of the study was to present a general profile of "women managers." This case study has been very useful for the study.

This study is very relevant for the research study as the case studies in the book deal with the socio-economic variables and with elements relating to working conditions bringing satisfaction and growth in career. Also, this book draws out the various differences between the women managers in the private sector and the public sector. The responses of these women managers from these two sectors differed in their attitude as well as overall struggles and experiences. This

book gives lots of inferences about how women managers in the corporate sectors are committed to their work and are ready to take up challenges. This literature comprises of extracts of urban working women and the possible parameters of their working life. Therefore, the book is very much relevant for the study to be conducted. This literature is significant for the study because it touches the prevalent culture of striking equations of combining family life with work. The literature is important as it mentions about important determinants of this study like economic investment in women's work and development, empowerment and equality of opportunity in status.

In the book, "Managing Human Resources – Strategic Approach to Win", Dr. Ajit Kumar Ghosh in 2005 has written some important doctrines for the research study. This book was considered relevant to the research study, as it deals with the work of managing human resources. The workplace is an area of manifestation and reflection of people at work. The relationships between employees with superiors and subordinates are marked with a series of interactions that are taking place. The goal of leadership and especially management is to explore these relationships to achieve the goals of the organization.

This book discusses about the importance of "qualitative traits of a boss" in order to develop better human relations among the employees. This book is very much helpful for the research as it lays down the importance of leadership behaviour and personality theory of managers. Human behaviour is never in a static form and the force that drives the workers at the workplace to achieve a goal - when a required stimulus is pushed and a behavioral effect is noticed. Various case studies have been discussed in this book about the bosses with a balanced ego pattern, moderate state of disparity, homogenous mindset and equality in temperament and how it has an effect of organizational human resources. This book also discusses about balancing and molding therapy, as too much of "positive" or "negative" therapy is not expected in an organization.

This study report discusses the human relations of managers with subordinates, which is very helpful for the study, as it says that bosses are entrusted with the job of building human relations and subordinates facilitates to achieve the objectives by providing "required quantum of stimuli to the bosses" or responds to stimuli given by the boss. This research will take inferences from this study, as the book discusses how a manager is in the pivotal role to inculcate workplace ethics, discipline, work culture and is also a role model of performer. The book also discusses about the categories of leaders in an organization and the expected traits and qualities of a manager in a corporate. The relevance of the book for this research is further found when the author discusses how a manage or a leader plays a facilitating role in locating the potential areas and endeavouors of the employees to enhance their performance skills and lays down a number of "HRD hummings" to love one's workplace and develop healthy workplace relations

**THEORIES:**

The research would use some of the theories[32] to enrich the study. The various theories[33] that would be used are:

[32] Cristina M. Giannantonio, A. E.-H. (Vol 17). *Journal of Business Managemnt* .

(a) Contingency Theory:

This theory entails that a manager in an organization takes appropriate decision and makes judgment, which her experience and expertise tells her to take, based on the major details of the situation and demand of the hour. This is sometimes an autocratic approach, because the managers make decisions totally based on the situation and the need of the situation. This says that in an organization, there is no set way to manage a company or to take decisions, but decisions need to be taken to manage employees or lead a company depending upon the internal and external situations. This theory will be relevant for the study to know that if women managers are applying their own style of leadership, then it is effective management or not.

(b) Chaos Theory:

This theory says that changes occur in every organization and that is inevitable. Some changes can be controlled and some turn chaotic. With the growth of organizations, more competitions arise. The role of management comes as the source of bringing about stability in the structure of the organization. This theory will be relevant for the study, as it would be studied about how women in management handle chaotic situations and bring about stability in the system.

(c) Systems Theory:

Every organization is a combination of systems[34] and workers working in tandem. The workers are hugely affected by the various systems of the organization and similarly the workers influence the system around them. This theory will be very much relevant for the research theory, as the women managers in question are expected to contribute as strategic decision makers and control all employees in respect to the system of the workplace.

(d) Theory X and Theory Y:

This is another theory of management, which guides managers in organization. The research considers this theory to be relevant to the study as well, because in this theory, "Theory Y" makes managers believe that the workers will take their responsibilities on their own and are naturally driven; whereas "Theory X" is an autocratic form of management, where the workers need to be motivated by managers, as they are considered to be lacking ambitions and incentives. Here the perspectives of women managers are largely in question.

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[33] Basharat, Z. M. (2012). Review of Classical Management Theories. *International Journal of Social Sciences and Education* , 512-522.

[34] Ellen Van Velsor, C. D. (2010). *The Center for Creative Leadership (CCL) Handbook of Leadership Development.*

(e) Feminism Theory of Leadership:

This theory emerged in the late 1970s and 1980s, where researchers focused on the constitutional and organizational forms of leadership in women[35]. This theory can concentrate on how women leaders in organizations individualized and lionized masculine performances and ignored male privileged areas. This theory showed how marginalized and disempowered perspectives acted as sources of leadership.

# GAPS IN LITERATURE:

In order to do a detailed explorative survey research of women working in the corporate sector [36]and their contribution in developing human resource management among employees, the researcher has consulted various written books, articles and journals. On reading them in minute details and analyzing the vastness of the areas covered by them, the researcher has noted that there are certain aspects of study which could have been researched more carefully. There have been studies on working women in corporate sectors, but there are very few focusing on Indian women who are working in management. Therefore, western studies are not always relevant for our Indian social structure and social order.

- The literatures that have been reviewed do not speak much about the "tokenism" aspect of women in management in India. Participation in management by women in the industrial set up – in various zones in Kolkata is largely missing from all records bureau of employee documentation. There are no literatures in Indian context about "tokenism" of women diversity in management board. Indian women are endowed with certain feminine qualities which are unique in themselves. So, when these women command in decision-making processes, it is inevitable that there will be a reflection of this nature in Indian women on their managerial decisions. But, again nothing is mentioned in the literatures of working women in India so far.

- Women are being incorporated in major decision-making platforms, both in formal and informal organizations and institutions. This aspect is discussed in literature only from the point of view of 'reservations and quotas'. But it is not so always. There is a psycho-social and gender biasness angle of inclusion of women in management, as it will portray a balanced decision and policy formulation will

[35] http://article.sapub.org/10.5923.j.mm.20150501.02.html

[36] Claude Francoeur, R. L.-D. (Aug 2008). Gender Diversity in Corporate Governance and Top Management. *Journal of Business Ethics* , 83-95.

be applicable for all sectors. The literature of women working in management level overlooks this dimension.

- There are very few literatures on the relationship of women in management with their male counterparts in the management boards and committees. The research would also investigate the vacant area of identifying the causes of denial of access and acceptability in the organization of women managers in Kolkata, on which no secondary data is available.

# (III)RESEARCH METHODOLOGY:

## a) RESEARCH QUESTIONS:

- What is meant by participation in management in Corporate Sector?
- What are the types and levels of participation in management in corporate sectors?
- How does an experienced woman manager use her expertise, management skills, and experience to manage employees in respective departments under her supervision and control?
- Does participation in corporate management by women have any relation with the social structure and the personality of these women?
- Are Female Managers "quitters"?
- How does an efficient women manager in the apex level formulate and implement strategic decisions for the organization in spite of various hurdles?
- Why are male managers preferred over women managers?

## b) OBJECTIVES:

(1) To trace the path of access of women in boards and management committees in corporate sectors.

(2) To explore the attitude of acceptance of management of women in corporate sectors.

(3) To locate the areas of soft and hard gender biasness in the zenith zone of corporate management.

(4) To explore the possible areas where inclusion of women in management, can contribute to the overall growth of employees and organization.

(5) To study the growth in participation of women in management in comparison to the participation of their male counterparts.

# c) HYPOTHESIS: -

(1) Participation of women in management is hampered due to gender discrimination and gender biasness.

(2) Participation in management of women in corporate sectors is an outcome of good corporate governance.

# d) RESEARCH DESIGN:

The research is majorly descriptive, as it involves an exhaustive study of the positions and effective roles played by women managers in corporate sectors and their contributions towards successfully controlling and managing human resources in the organizations. This study is descriptive because the problem is diverse and the method would be best suitable for designing research framework, selection of sample and collecting data with the most appropriate tool. The researcher would follow an inductive approach in this study, as it begins with some loosely held observations and assumptions and might secure in providing certain theories and policy formulations. It utilizes methods of both qualitative and quantitative research methods. The research is descriptive in nature as descriptive statistics tell what is the information derived.

It is essentially a descriptive research as it is an attempt to determine, describe or identify what is, the data derived. Descriptive research design is most befitting for this research problem because descriptive research is conducted when the research problem area is not clearly defined and the major part is unknown. In order to conceptualize the relation between the aspects of women in managerial positions in the corporate sector and their contribution in labour management and developing human resources, exploratory research is required to extract the explanatory relationships.

Since the purpose of this research is to gain familiarity with the phenomenon of WIM (Women in management) and to acquire a new insight about the concept of human resource management, descriptive design fits the requirement of the research. The study is essentially qualitative and quantitative in nature (mixed method) as because it will unveil the disguised image of corporate women in managerial positions and study the various factors of low participation of women in boards and committees and will definitely gather certain data on the present day scenario of women participation and their effectiveness in boards. **Therefore, this research will be a triangulation of both qualitative and quantitative research. It is a mixed method study. This research will also draw instances of causal research, as this study involves certain links of variables, which have influences and deductive effect on other variables.**

# d) UNIVERSE:

The universe for this study will include all women who are working in the senior level management and board members in Kolkata. The universe is a combination of women managers in Private Sector, Public Sector and PSUs. The data is not available as no records on women managers are maintained in Bengal Chamber of Commerce or Labour Departments. The various studies[37] so far conducted by some private survey organizations indicate that there may be around 2500 women managers having a working experience of 10 years or more as a manager. The criterion for selection of universe will be to include those women managers who are having:

- A professional management degree
- An working experience of at least 10 years or above in management position.

Target Area:

The research would be purely conducted in Kolkata across both public and private sectors. It would be covering retail industry, telecom industry, banking and financial institutions, healthcare, media, manufacturing, export and import sectors, and service industries – taking respondents from both private and public sectors.

# e) SAMPLE:

Sample is the total number of respondents, which the study will select from the entire population proportionately from the various sectors, for justifying the purpose of the research. This sample would be selected only after doing an extensive pilot study in the areas of research penetration. The sample for this study will be a true representation of the entire population and the values that

[37] (2006). *Women cry Bias at Work.* Kolkata: The Telegraph.

will be derived from the sample will be held to true for the entire population. It is expected to be around 150 women managers who are in management positions in the corporate sectors for at least 10 years or more with a strong management experience and a professional degree.

(A) Sampling Technique:

The research would be conducted using probability sampling method. This technique enables the researcher to choose subjects and respondents randomly and this will increase the chance of the sample to truly represent the population largely. This is the process of random sampling, where each individual of the sample has an equal chance and opportunity to be a part of the research.

The first sampling technique that will be used is cluster random sampling. Over here the researcher will divide the entire population into two clusters of public sector and private sector. Thereafter the researcher would cull out the respondents of the study, who are the women managers in the supervisory position according to the criterion of selection. The primary data would be substantiated by the responses of the male counterparts in the management board who are working along with the women managers in the apex level but are considering them to be competent for various reasons.

Stakeholders:

The research will be enriched with supporting data from stakeholders in the area of research. They majorly would be colleagues of these women managers, professional associations, trade unions, management education institutions – from where a feedback can be sought about the area of researcher.

# f) METHODS OF DATA COLLECTION:

(A) Case Study:

The most important method of data collection for this research will be the case study method. Since the study involves mostly the social behaviour and attitudes of these corporate industries, corporate laws, male counterparts and especially women managers; therefore, case study method will provide in-depth contextualized knowledge. The case studies will be conducted on the basis of social interaction and social setting in the backdrop of these industries. Case study will be useful in investigating the case in the specific context, which can be tested by further qualitative and quantitative surveys. Case study will be an ideal and holistic methodology for this study. This will be exploratory case study as it will be a prelude to further social researchers. Also, instrumental case study method will be used, as it is going to add knowledge to the researchers something more than that is obvious to the researchers and observers.

(B) Interview:

An individual interview will be a conversation between the researcher and the respondent with a structure and a purpose. It will be designed to elicit the interviewee's knowledge or perspective on a topic. It will include key informant interviews, and will be useful for exploring an individual's beliefs, values, understandings, feelings, experiences and perspectives of an issue. This method of data collection will also allow the researcher to delve into a complex issue, learning more about the contextual factors that govern individual experiences. Interview will occupy a major share of data collection method and will exhibit the personal sensitivity and adaptability and skills and expertise of the researcher. Before the researcher will open the tray of questions to the respondents, the entire research study and especially the objectives will be described to them. The researcher will identify the respondents and "walk through" the entire interview procedure very carefully.

(C)Document Research:

The research will also use document research or "documentary analysis" method for collecting data. This will involve the study of the existing documents in these organizations, their appraisal papers whose promotions and work analysis have been done for all employees and how this has determined entrusting people in management. The researcher will study the documents to understand their substantive content and try to delve into the depth to illuminate the meanings conveyed by the style, coverage, and integrity of these documents. The documents may be public documents, procedural documents, government reports and publications, personal files (if allowed) of respondents, procedural documents. The documents provided by the organizations, employees and the managers themselves will help to formulate questionnaires and set up interviews. Researching documents in this study is particularly required because the documents of organizations and government publications will provide a lot of information; provide history of events and experiences relevant to these issues.

# g) VARIABLES:

a. **Knowledge of Management** – In order to assess the efficiency of a woman manager, the respondent will be assessed on the various parameters of knowledge in management – like organizing team work; formulating strategic decisions, need assessment and goal formation, planning and formulation of strategies.

b. **Skills of Management** – This aspect will be tested on the knowledge that these women are having in formulation of strategies, implementing them, monitoring and evaluating skills, team motivating skills, resolving employee relations, performance management, retaining and encouraging organizational spirit and retaining good employees and many others.

c. **Relationship of age, qualification and experience of women managers with their management skills** – The researcher will also study the arena where the management efficiency is linked with the age, qualification, experience, personality, physical appearance and nature of the women managers.

d. **Gender discrimination** – The study would explore the areas and extent of soft and hard gender discrimination and gender biasness with women managers as compared to their male counterparts. This would study who are the women managers and in which sectors, who are most vulnerable and exposed to gender discrimination.

e. **Workplace attitude**: This is an aspect which is widely studied in corporate governance. Attitude in the area of work is very important for any employee to work. The study will focus on the attitude of the women managers when they are in the managerial positions- are they justifying their job, their role in the correct attitude. Moreover workplace attitude will also reflect the attitude of the employees who are under women control and supervision. To a certain extent, workplace attitude reflects the attitude of the male managers in the organization – which leads or hampers the access and acceptability of the women managers.

f. **Types and Levels of Participation:** The research will attempt to find to the various forms of participation in management. Participation will be tested in the various active and passive forms. Participation will also be measured in its various levels. Participation in the research will be explored on the basis of effectiveness of their presence nad participation.

# *IV) DATA ANALYSIS:*

This analysis of collected raw data would be carried out majorly by data preparation, interpreting the data and testing of hypothesis and models. In the first step of preparing the data, the raw data would be checked for accuracy, transformation of data and formulating and documenting a database structure, which would integrate the various measures of data. In the next step, the data would be comprehended, described and interpreted. This would largely describe the data, which may be majorly quantitative. This would be followed by the process of testing hypothesis, investigating questions and models of the research. This will help to make judgments of the observations made and inferences derived.

The researcher will attempt to link the inferential analysis with the research objectives and research hypothesis.

While describing and comprehending the data, the data would be put to test against various scales[38] like "Reflective Scales," "Likert Scales" and "Semantic Scales" – which are commonly, used scales in management. There are also various other scales in management like "Management Leadership" scale, "Quality Leadership" scale, "Top management support" scale, "Relationship Management "scale and "Top Management Commitment" scale.

Statistic package for social sciences (SPSS), version 19.0, would be used and the hypothesis would be tested accordingly. The data is most likely to be presented in the form of graphs, charts, tables and maps to illustrate the findings. Correlation is required to be interpreted between various variables of the study. Analysis is likely to lead into the development of strategies and policies for the stakeholders.

# V) CONCLUSION:

The study will be conducted focusing on the topic of women managers in corporates in relation to their access and acceptability in their organizations. There has been practically no study conducted on this aspect and none in Kolkata. A number of social science researchers have conducted on the problems of women managers in corporates, but none on their effective contribution once they become managers. Therefore this study will attempt to focus on this issue and recommend certain policies which should be incorporated in management guidelines in the organizations. After the data has been validated, discussion and testing will be required. Conclusion can be drawn upon as to how the Hypothesis established in the beginning of proceeding with the research has been proved in context of the respondents and the data collected.

## LIMITATIONS OF THE STUDY:

(1) One of the major limitations of the study will be to find out the population of the universe, as there are hardly any data on the number of women managers in the corporate sector – both in public and private sectors.

(2) As a result of unavailability of proper data, drawing a good sample would be one of the most problematic hindrances. Not much documents are available regarding corporate managers in Kolkata.

(3) Availability of women managers in the chosen corporate would be another problem as these managers are usually busy and giving out some time to conduct interview and case studies might be a tough situation for the researcher.

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[38] Moore, D. R. (Vol. 26, No. 3 (Sep., 1983)). When Reason Fails: A Comment on the Reliability and Dimensionality of the Wams. *The Academy of Management Journal* , 535-540.

(4) Majority of the women managers might not be comfortable to elicit their problems as managers, as they might be skeptical about tarnishing relations with their senior managers.

(5) To get data from other employees in the organization may be a problem, as all the employees might not be flexible for shelving out time form their busy schedules.

(6) The male counterpart in management may be also unapproachable, as the researcher being a woman might give them a feeling of biasness towards the study and they may deny giving proper answers.

(7) Lack of prior research on this issue is another limitation of this study. Therefore, good amount of literature review in Indian content, especially in Kolkata, will be major miss out.

(8) Effects and contribution of woman managers in developing human resources can be best studied with the work study and performance analysis of employees. But the researcher may face lot of problems in obtaining these documents, which are usually confidential files.

## ETHICAL ISSUES:

The research will be conducted keeping in mind the various ethical aspects of research process.

(a) The research will be designed, conducted, reviewed and documented to ensure honesty, transparency, integrity and quality of the research topic.

(b) The researcher is not going to deviate from the purpose of the research and research objectives.

(c) The respondents and participants would be fully informed and correctly oriented about the purpose of the study.

(d) The researchers would maintain confidentiality of information anonymity of all respondents and participants.

(e) The researcher will not use force or any form of exertion towards any of the participants and respondents and the latter would participate freely and voluntarily.

(f) The researcher would be objective and free from all forms of pre-assumptions and notions. The documents and reporting would be absolutely according to the data received and there would be accurate interpretation of all facts.

# VI) CHAPERTIZATION

There will be various chapters of the research study which will be arranges according to the flow of the research study.

1) The study with start with Introduction in the first chapter, where the title, the theme and the present scenario of the study has been broadly explained. The chapter also contains the rationale and the justification of the study.

2) The second chapter deals with the various reviews which have been done on this study and their relevance with the research study. At the end of the study, the gaps have been identified in the existing literature which has motivated the research and had helped in formulation of the objectives of the research. This chapter discusses the various theories relevant to the research study which will be studied in respect to the data collected.

3) The third chapter deals with the research design which describes as to what will be the methodology to conduct the study. This chapter speaks about the research design, universe, sample of the study, what are the tools of data collection and the various variables of the study and types of data.

4) The fourth chapter of this synopsis deals with the tentative plan of analyzing the data collected and how the data will be interpreted.

5) The last chapter is the conclusion of the proposed study. This chapter discusses the limitations that might be faced by the researcher while conducting the study. There are certain research ethics which the researcher will maintain and that had been discussed in this chapter.

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